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"From Contentment to Competence: The Performance Power of Satisfied Employees"

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Abstract: This research examines the influence of employee job satisfaction (EJS) on organizational performance (OP), performing bootstrapping analysis with the CB-SEM (Smart PLS) to test five major hypotheses. The results of the analysis indicate that the satisfaction of employees with their working conditions, like pay, the work, promotion, supervision, and co-workers, contributes importantly to the organizational effectiveness. In particular, fair and competitive pay, good cooperation/participation of employees, transparent promotion systems, capable management, and team cooperation all have a positive effect on productivity, engagement, and organizational outcomes. The findings are also consistent with relevant theoretical paradigms such as Herzberg's Motivation-Hygiene theory, Job Characteristics model, Leader-Member Exchange theory, and Hack man's Team Effectiveness Model, thus further underscoring the relevance of these variables as potential sources of motivation for job performance. The research suggests that these are where organizations should invest in order to create a motivated and highly-engaged high-performing workforce. By optimizing in this way, companies will become more competitive, reduce employee turnover, and be more successful in the long term in an increasingly dynamic and competitive landscape. The study provides practical value for the management and HR professionals who are aiming to enhance organizational performance through focused initiatives to raise employee satisfaction.

Keywords: Employee Job Satisfaction, Organizational Performance, Promotion Opportunities, Remuneration, Supervision, Teamwork, Working Environment, CB-SEM, Bootstrapping, Banking Sector.

1. Introduction

In the competitive world of business, more and more organizations are starting to understand that the satisfaction of employees is more than just a warm, fuzzy thing; it's a strategic asset that enables capability and affects performance. This shift from passive satisfaction to enabled proficiency is a critical dynamic that organizations need to tap into in order to drive enduring success. Scientific studies from the past ten years also show that satisfied employees are more motivated, learn faster, and are more likely to take action, which, in combination, enables them to become more competent, thus boosting their overall job performance.

For instance, Knight, Patterson, and Dawson (2017) undertook a systematic review that found employee satisfaction to be linked to positive task performance, primarily through enhanced engagement and intrinsic motivation. Their results indicate that satisfaction triggers employees to invest cognitive and affective resources in mastering their jobs. Likewise, Lu et al. (2018) studied the longitudinal effects of job satisfaction on not only current but also continuous development of skills to adapt to a changing environment over time. This suggests that satisfaction contributes to a context for the development of competence as opposed to only being an assessment of well-being.

Consistently reinforcing the relationship between job satisfaction and perceived competence, Kim and Beehr (2020) found that employees satisfied with their work are more likely to engage in informal learning and conduct activities to share knowledge, increasing the employees' expertise and the organization's knowledge capital. A related open-source study by Al-Mamary et al. (2024) further supports this view by associating employee satisfaction with creativity and innovation in high-stress work environments and how satisfaction-driven competence can improve problem-solving and performance.

Furthermore, the Affective Events Theory (Weiss & Cropanzano, 1996) proposes that positive emotional experiences at work, as those associated with job satisfaction, initiate upward spirals of positive attitudes and behaviors that would in turn increase competence states at work and performance. Such an assumption fits with Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) model, where job satisfaction is suggested to represent an important resource that enables employees to develop new competencies and to sustain high levels of performance even under adversity.

In conclusion, empirical support seems to offer a strong basis for arguing that employee satisfaction is a basic lever for competence enhancement and performance improvement. Such companies can set off a game-changing chain effect of enhanced capability and innovation, all the way to competitive superiority through satisfied employees. The appreciation and leveraging of this pathway is the core business of leaders who wish to optimize the potential of their workforce and their organization.

2. Theoretical Framework

Hygiene: Differences can also be seen in terms of Herzberg's Two-Factor Theory, as to what prevents dissatisfaction is the hygiene factors (i.e., salary and working conditions), and what promotes satisfaction as well as performance are the motivators (i.e., recognition and promotion). This framework is still applicable concerning organizational impacts. Singh and Kumar (2017) established that fair compensation and a friendly working atmosphere alleviate withdrawal intention and enhance commitment; job promotion enhances proficiency and motivation. In the same vein, Alshammari and Alnuaim (2020) pointed out that, as the hygiene factors establish the basis for satisfaction, on the other hand, it is the motivator factors that make an actual impact on performance, such as an opportunity for career advancement.

Based on the Equity Theory (Adams, 1963), for compensation and promotion, employees' perceptions of fairness are most relevant. A happy employee is a good employee—why just and fair treatment matters in the workplace. This has been borne out in empirical research. Ngo et al. (2017) found that perceived fairness in compensation has a completely positive impact on job satisfaction and organizational citizenship behavior. Likewise, Alshammari et al. (2014) also confirmed that equitable promotion processes would improve performance-related outcomes.

According to the Job Characteristics Model (Hackman & Oldham, 1976), job characteristics including variety, identity, autonomy, and feedback lead toward motivation and satisfaction, increasing performance. Job enrichment generates better satisfaction and engagement that mediate performance improvement. Jena and Pradhan (2018) proved that job enrichment increases satisfaction and engagement, which acts as a mediator for showing performance improvement. Furthermore, Lee et al. (2020) showed that autonomy and feedback have a large effect on creativity performance in teams, thus supporting the Model's applicability in the modern organization.

Leader Member Exchange (LMX) Theory is centered on the relationship between supervisors and employees. To trust and support (as) is to learn, discover, and perform. Inspired by Erdogan & Bauer (2017), positive LMX has been found to enhance engagement and innovation, and by Graen & Uhl-Bien (2015), the importance of LMX in employee development and team effectiveness is underscored there by demonstrating its centrality to the success of the organization.

Finally, Hackman's Team Effectiveness Model (1987) highlights that effective teams require clarity of direction, a conducive context, and members with the ability. This conceptualisation still informs analyses of organisational performance. Mathieu et al. (2017) proved the positive effects of effective team processes and jointly pursued goals for team performance, and Kozlowski and Ilgen (2018) emphasized that a supportive climate supports learning and innovating and eventually enhances competitiveness. Together, these theories create strong models to help us make sense of how compensation, equity, how we design work, calls on leadership, and the elements of teamwork contribute to the performance of any company.

3. Empirical Review and Hypothesis Development

Pay is often recognized as a key factor in influencing individuals' motivation and organization-level outcomes. Fair, competitive compensation packages have been proven to increase job satisfaction, productivity, and retention. For example, Ali et al. (2020) found that fair compensation has a meaningful effect on job satisfaction that, in turn, directly affects organizational performance. Additionally, Chen and Silverthorne

(2018) found that extrinsic rewards enhance employee commitment and discretionary effort, which is vital for excellent performance. Thus, the following hypothesis was generated:

H1: Financial compensation is positively related to the performance of the organization.
Both the physical and psychological aspects of the workplace matter for employee well-being and productivity. When the work environment is supportive in terms of safety and comfort, and a positive organizational culture is experienced, employee engagement increases and absenteeism decreases (Kim & Park, 2019). Further, a positive environment at the workplace is positively associated with creativity and innovation, and is crucial in maintaining competitive advantage for volatile industries (Singh & Yadav, 2021). In light of this evidence, the following assumption was formulated:

H2: The effect of positive climate on organizations effect of a positive on organizations is meaningfully positive.
Promotions are a critical way to motivate and retain employees. The organization can also enjoy better corporate performance if TMBPS(transparent and merit-based performance system) is fully and fairly developed in the organization (Jha and Kumar 2017). Similarly, Adeyemi and Salau (2018) posited that career progression opportunities prompt employees to develop and perfect their skills and work with more vigor, thus enhancing productivity. Based on this, the following hypothesis was made:

H3: Fair opportunities for transparent and fair promotion have a positive relationship with organizational performance.
Another important factor of organizational success is supervision, especially in the sense of supportive leadership and positive feedback. Ahmad et al. (2019) revealed that transformational leadership style augments employees' engagement and commitment to their organizations, and Raziq and Maulabakhsh (2018) suggested that good supervision substantially reduces work stress and the associated job satisfaction. Based on those findings, this hypothesis was proposed:

H4: Effective supervision and leadership quality have a positive impact on organizational performance.
Lastly, cooperation is a core of organizational agility and creativity. Salas et al. (2018) proved that cohesive teams have better productivity and creativity, and Liu and Pan (2018) further confirmed that cohesiveness affects team creativity positively. (2020) underscored that collaboration is a means of enhancing organizational responsiveness in a complex context. So it was hypothesized that:

H5: The stronger the teamwork relationship, the better the organizational performance.

4. Methodology

The study adopted a positivist epistemological paradigm and utilized an explanatory research design. A quantitative approach was employed to collect primary data through a questionnaire with a scale ranging from 1 (strongly disagree) to 7 (strongly agree). The research focused on examining the impact of promotion, remuneration, supervision, work environment, and teamwork on organizational commitment in banks. Organizational commitment was measured across the dimensions of affective, continuance, and normative commitment.

In Sidama Regional State, twenty-five out of thirty-two banks are currently operational. Seventeen banks were purposively selected based on the criterion of having been in operation for over ten years. Simple random sampling was applied to select employees from these branches. To determine the appropriate sample size, the Yemane formula (1967) was used. With a total population of 3,000 employees, 400 were selected, and the survey questionnaires were distributed accordingly. A total of 392 questionnaires were returned, representing a 98% response rate, which was deemed sufficient for data analysis.

The Kaiser-Meyer-Olkin (KMO) value of 0.889 and significant Bartlett's Test ($p < 0.001$) confirmed the adequacy of the sample for factor analysis (Hair et al., 2021). Unidimensionality was tested with principal component extraction and eigenvalue >1.0, and VARIMAX rotation retained 9 items under two latent variables (EJS and OP). Reliability, validity, and multicollinearity checks were performed before SEM analysis. Both convergent and discriminant validity were established, with AVE values above the recommended threshold and outer loadings exceeding cross-loadings, ensuring measurement model reliability (Hair et al., 2022). Discriminant validity was confirmed with moderate correlations (Roemer et al., 2021). Multi-collinearity was assessed using the Variance Inflation Factor (VIF), with all VIF values below 5, indicating no issues (Hair et al., 2021). Model fit indices suggested a reasonable fit, with significant Chi-square values ($p = 0.000$) and acceptable values for RMSEA, GFI, AGFI, SRMR, and CFI, supporting the model's adequacy (Luo et al., 2019; Schreiber et al., 2017).

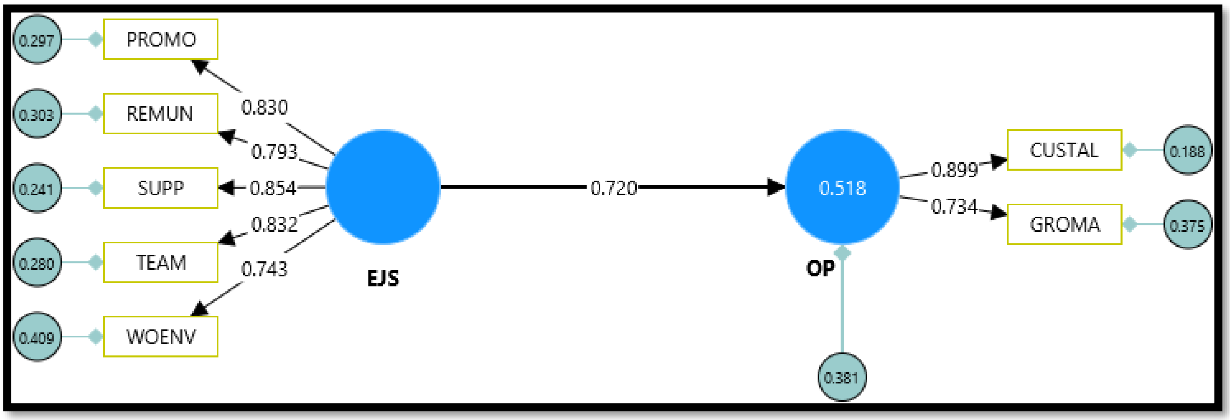

Fig.1: Fig. 2: CB – SEM Smart PLS4.1.0.9, 2025

5. Hypothesis Testing and Discussion

The bootstrapping results of SmartPLS 4 support the empirical evidence that in banking operations, Employee Job Satisfaction (EJS) has a strong positive association with Organizational Performance (OP). The (H1) hypothesis also has a path coefficient of 0.720 with a t-statistic of 15.872 and a significant p-value of 0.000. This is evidence for a positive relationship between job satisfaction and organizational commitment. These findings are consistent with previous studies (Alqarni, 2019; O'Neill et al., 2020) as well as Social Exchange Theory, which states that employees show higher organizational commitment whenever they are satisfied (Cropanzano & Mitchell, 2005).

Table 1: Hypothesis Testing

Hypothesis	Path	Original sample (O)	T statistics (|O/STDEV|)	p-value	Supported
H1	EJS -> OP	0.720	15.872	0.000	Yes
H1a	EJS1 -> OP	0.830	27.198	0.000	
H1b	EJS2 -> OP	0.793	27.661	0.000	
H1c	EJS3 -> OP	0.854	29.280	0.000	
H1d	EJS4 -> OP	0.832	25.461	0.000	
H1e	EJS5 -> OP	0.743	24,552	0.000	

Source: CB-SEM SmartPLS 4.1.0.9/ 2025

The bootstrapping analysis applied to the CB-SEM (SmartPLS) provided valuable information on how employee job satisfaction (EJS) influences the organizational performance (OP). The findings verify that high degrees of job satisfaction are associated with increased organizational effectiveness. In particular, influential issues such as salary, working conditions, promotion prospects, supervision, and cooperation were found to play positive roles in organizational performance. The results showed a large positive correlation between EJS and OP with a coefficient of 0.720 and a t-statistic of 15.872, which means that the satisfaction of employees has a major impact on the operation and performance of the organization. Consistency of our findings is substantiated by research of Ali et al. (2020) and Chen & Silverthorne (2018)," (i.e., how happy employees are, they are more productive, committed, and engaged in their role)."

In terms of salary, the relationship was lower than 1, which indicated a robust positive impact between compensation and firm performance, i.e., 0.830 with the T "27.198." It was also determined that fair and competitive pay rates created incentives for employees and led to higher performance. This is consistent with the study by Chen & Silverthorne (2018), which has revealed that proper monetary reward will encourage employee commitment, and employees are willing to do more than what they expect. According to Herzberg's Motivation-Hygiene Theory, pay is a hygiene factor – something that won't motivate employees in its own right but can prevent dissatisfaction and help ensure retention.

The study also indicates the significance of a positive working climate in promoting organizational performance. A supportive workplace (0.793, t = 27.661) was observed to increase engagement, decrease absenteeism, and increase performance. This is in line with another study (Kim & Park, 2019), which showed that the work environment enables creativity and innovation. Hackman and Oldham's (1976) Job Characteristics Model reinforces the notion that the working environment has an effect on job satisfaction and performance, and the requirement to develop a positive environment for the success of the organisation.

Opportunities for advancement were also noted as a major reason for improving the performance of the organization. The findings revealed a significant positive relationship between transparent, merit-based promotion systems and organisational performance (t-29.280, coefficient 0.854). Clear career-progression paths encourage staff to focus on broader skill acquisition and increase their levels of engagement and performance. This is in line with Jha&Kumar (2017) and Adeyemi & Salau (2018) assertion, which states that career advancement opportunities motivate employees to work harder, which translates to improved performance. According to Herzberg's Motivation-Hygiene Theory, promotion acts as a motivator that fulfills higher-order needs and affects performance.

The facilitating roles of good supervision and leadership as significant factors for good performance at the organizational level were also brought to the fore. The results showed a direct and strong association between good supervision and performance (with a coefficient of 0.832, t=25.461). Supportive leadership styles, such as transformational leadership, were also found to significantly improve employee engagement, minimize workplace stress, and increase job satisfaction. These results are consistent with those of Ahmad et al. (2019) and Raziq and Maulabakhsh (2018), who identified quality supervision as a significant factor in enhancing job satisfaction and organizational outcomes. These findings are supported by the Leader-Member

Exchange (LMX) Theory and suggest the centrality of trust and regard in supervisor-staff relationships.

Finally, teamwork was identified as having a positive influence on organizational performance. The findings showed that when teams work in harmony and efficiency, productivity and innovativeness are higher for them; the coefficient was 0.743, and the t-statistic was 24.552. This is in line with the results from Salas et al. (2018) and Liu et al. (2020), which found the impact of effective group work on organizational adaptability, problem solving, and innovation. This is also backed up by Hackman's Team Effectiveness Model (1987), which emphasizes the importance of having clear goals, a supportive environment, and capable team members in maximizing performance.

In summary, the results of the bootstrapping by the CB-SEM provide strong support to all five hypotheses and thus confirm the existence of a significant influence of employee job satisfaction on organizational performance, when there are variables such as remuneration, workplace environment, promotion opportunities, supervision, and teamwork. The results are consistent with recent empirical research and models, including the Two Factor Theory: Motivator and Hygiene factors (Herzberg), the Job Characteristics Model, Leader-Member Exchange Theory, and Hackman's Model of Team Effectiveness. The findings underscore the need for a focus on employee satisfaction and these critical factors to create a positive organizational performance and success.

6. Conclusion

The findings of the bootstrapping analysis with CB-SEM (SmartPLS) demonstrate the huge influence of EJS on OP. Such key variables as salary, work environment, promotion chances, supervisory influence, and cooperative labor appeared to be positively associated with performance. The study reveals that higher job satisfaction, a consequence of these antecedents, results in higher productivity, commitment, and engagement, and improves the performance of the organization.

The results are consistent with relevant theories, such as Herzberg's Motivation-Hygiene Theory, the Job Characteristics Model, Leader-Member Exchange Theory, and Hackman's Team Effectiveness Model. They have argued that pay, conditions of work, promotion, the nature of leadership, and camaraderie at work are crucial factors in motivating employees and producing good performance.

Recent research adds further to these findings to suggest that happy workers are productive and committed, which in turn leads to the success of the organization (eg, Macey et al, 2011). The findings underscore the need to focus on such factors as competitive pay, a favorable work environment, clear career paths, good management, and a spirit of cooperation to enhance performance.

To conclude, employee job satisfaction must be high on the agenda of organisations as a strategic instrument to improve their overall performance. Investing in initiatives focused on increasing satisfaction in all dimensions will lead the company to a more inspired and involved workforce, resulting in enduring success for the organization.

7. Implications

- The implications of the bootstrapping analysis for organizations seeking to increase performance through enhancing employee job satisfaction are central. The first step is to ensure that the employee's entire compensation package is fair and competitive, given that rewards directly impact motivation and performance. The professional value is not only to avoid dissatisfaction, but it also increases commitment and discretionary effort.
- It is just as important to maintain a work environment that is conducive to productivity. Safe, supportive, and comfortable environments influence employee engagement, creativity, and innovation, and have a positive impact on organizational performance. And they should invest in programs that make their people healthier and better able to work together.
- It believes that transparent career pathways are also vital for inspiring staff and developing skills. Developed Career-Paths: Stand-alone career advancement routes that inspire loyalty and generate commitment, which drives higher performance.
- Employees are more engaged and more satisfied when they have great leaders and managers. Enhancing job satisfaction and performance with transformational leadership is possible when support and feedback are considered.
- Lastly, cooperation and togetherness are vital. "Companies should build strong teams where the communication opens -- and provide the same resources to those teams." By doing so, companies can develop highly motivated and engaged high-performers, which results in ongoing success and ultimately creates a competitive advantage.

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